



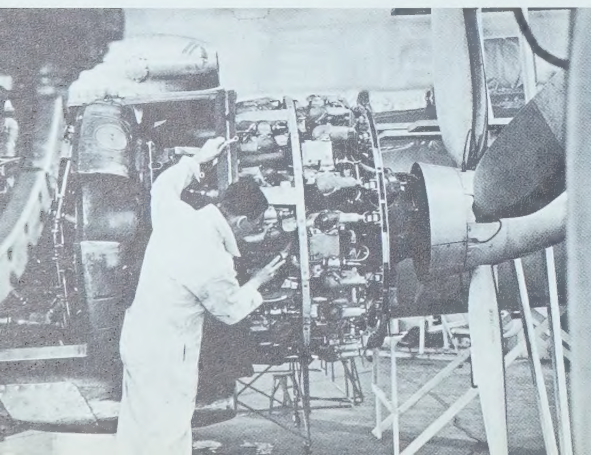
**PACIFIC
WESTERN**
AIRLINES

17TH ANNUAL REPORT 1963





PEOPLE AT WORK ...



1963 IN BRIEF

FINANCIAL

	1963	1962
Total revenue	\$ 6,290,508	\$ 5,898,056
Operating expenses	6,044,351	6,054,509
Operating income (loss)	246,157	(156,453)
Earnings (loss)	114,534	(317,480)
Balance of retained earnings	602,702	503,168

OPERATIONS

Mainline passenger miles flown	34,073,147	33,828,118
Mainline revenue ton miles flown	5,409,221	5,194,132
Contract and charter miles flown:		
Multi-engine aircraft	384,107	217,644
Single-engine aircraft	1,743,608	1,678,858
Mainline passenger load factor	42%	43%
Mainline weight factor	52%	53%

DIRECTORS & OFFICERS

DIRECTORS

B. C. SAMIS
Chairman of the Board
T. P. FOX
Vice Chairman of the Board
W. J. BORRIE
Director

C. W. BRAZIER, q.c.
Director
J. D. HAGAR
Director
K. J. SPRINGER
Director

OFFICERS

R. H. LAIDMAN
President and General Manager
W. R. HARRIS
Vice President, Northern Division
D. F. GRANGER
Secretary-Treasurer



TO THE SHAREHOLDERS

We present herewith our Balance Sheet and Statement of Earnings for the year 1963, which show a marked improvement over the results of the previous year.

The company not only recovered loss of gross revenues resulting from termination of the North Prairie services, totalling \$475,000, but in addition showed a further increase of almost \$400,000 in gross revenues for the year. The net earnings, after depreciation charges of \$368,524, were \$114,534 for 1963 as compared with a loss in the year 1962 of \$317,480, after depreciation charges of \$526,850. The cash operating profit of \$456,868 was more than twice that achieved in 1962. This accomplishment was attained in spite of a labour dispute of six months' duration, initially involving 20% of our employees.

The \$221,000 balance owing on the purchase of a DC-6B aircraft in 1962, which was payable within eighteen months, was retired through a term loan obtained from the Industrial Development Bank. This loan, together with the renegotiation of a portion of our term debt, had the effect of reducing our annual repayment commitments from \$405,000 to \$292,000.

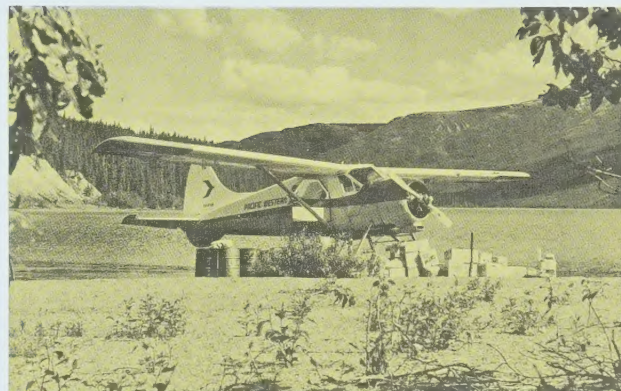
Capital expenditures totalling \$450,000 were made during the year, consisting principally of the purchase of the hangar occupied by Pacific Western at its head office in Vancouver. \$117,000 was realized through the disposal of equipment surplus to requirements.

Early in 1963 your Directors deemed it advisable to suspend payments of dividends on first and second preferred shares due to the unknown effect of the traffic employees' and flight attendants' strike. Dividends were resumed on the first preferred shares December 1, 1963 and a portion of the arrears paid with the quarterly dividend due March 1, 1964. We are hopeful that the balance of the arrears will be paid during 1964.

Your Board of Directors wish to express their appreciation of the competence and loyalty of our employees, which was demonstrated in full measure during 1963.

There were two new scheduled services inaugurated during 1963—the Chieftain AirBus between Calgary and Edmonton and the service between Edmonton and Dawson Creek, both of which proved successful.

Increased revenues are forecast from all Pacific Western's operations



for the year 1964. The company decided that it could engage in international charter operations without adding materially to its existing establishment. We anticipate gross revenues of \$1,400,000 from this phase of our operations this year.

Your management, while maintaining strict control over expenditures, are constantly seeking new sources of revenue. The long-awaited definition of a Canadian air policy by our Federal Government should greatly enhance Pacific Western's opportunities.

Respectfully submitted,

CHAIRMAN OF THE BOARD

PRESIDENT AND GENERAL MANAGER

A look at the table—"1963 In Brief"—shows a marked improvement in earnings for 1963 as compared with 1962. While gross revenues increased 6.6%, operating expenses were held to approximately the same amount as in 1962. As was predicted in last year's annual report, overhead expenses were maintained at the level of the previous year while at the same time additional sources of revenue were developed.

FINANCIAL

REVENUES

Revenues from Mainline scheduled services were the largest ever recorded by Pacific Western, as were revenues generated by the same Mainline equipment operated on charter services.

Scheduled services now contribute 68% of total revenue, aided by the new Calgary - Edmonton "Chieftain AirBus" service, and the Dawson Creek, B.C. extension to the Edmonton - Peace River service which were inaugurated in 1963. Both contributed to revenues and operating profit. All our other Mainline services exceeded their forecast revenues, particularly in the latter part of the year. The newly formed Contract and Charter Division, announced in the last annual report, succeeded in increasing revenues from this source by \$328,000 to a total of \$1,947,000.

The increased revenues were achieved with less equipment and fewer personnel than in 1962, with a consequent saving in costs.

OPERATING EXPENSES

With the notable exception of aviation fuel and insurance costs, all other costs of labour, supplies and services increased quite sharply. These increases were generally in line with the added costs that have affected all segments of the economy, except in the area of rental of airport facilities at Department of Transport airports, where the increase amounted to several hundred percent in some cases. Of the major expense items, \$2,451,000 were paid for wages, and \$1,034,000 for fuel and oil. The total of \$3,485,000 for these two items was virtually all spent in the areas we serve.

We reported to you last year the successful negotiation of reduced aviation fuel and insurance costs. Favourable fuel contracts were renewed in 1963, and insurance rates were still further reduced as a result of a much lower claims ratio.

To offset as much as possible the uncontrollable cost increases, a close examination of operating procedures was undertaken and several changes were made which helped to increase the margin between revenue and expense. In addition, a major rate and cost study indicated that the passenger fare structure was not contributing a sufficient margin in certain areas. Accordingly, fares were increased and adjusted in these cases.

Pre-operating costs of the new Alberta - B.C. services, amounting to \$35,889, were charged directly to expense during the year.

Depreciation charges for 1963 followed the methods outlined in last year's report, being based on the remaining useful life of the aircraft. The substantial reduction in the depreciation charge from that of the preceding year is due mainly to the fact that four C-46 aircraft were subject to an accelerated depreciation charge in 1962 and were fully

depreciated to residual value by the middle of 1963. A re-appraisal of each aircraft type has established that in no case is an aircraft valued at more than its present market value, and in many instances aircraft have been written down to below present market values.

OPERATIONS

MAINLINE SERVICES

The steadily increasing predominance of scheduled services is an important factor in the company's improved position. While even Mainline services are subject to seasonal fluctuations, they are not nearly so susceptible as are charter operations. This predominance in scheduled services therefore provides a much firmer base and a steadier cash flow than the company has experienced before.

The most significant development in 1963 operations was the inauguration of the popular Chieftain AirBus service between Calgary and Edmonton Industrial Airport. Two important "firsts" in Canadian air transportation were chalked up—the first true no-reservations, carry-on baggage, inflight ticketing AirBus service, and the first competitive licence on a regional basis. To achieve the 99.4% on time record of this service new techniques in aircraft operation were developed and simplification of other procedures were also evolved. Successful and popular from its inception on May 19th, 22,941 passengers had been carried by December 31st.

Mackenzie and Northern Alberta Mainline services showed an increase in revenues of 11%, of which only part is due to increased fares. The advantages forecast for the DC-6B were proven on these services during 1963. The DC-6B, compared with the DC-4, offers 30% more capacity and 50% higher speed, with an increase in direct operating cost of only 20%. These advantages were capitalized on in the case of the Mackenzie routes where the volume offered is sufficient to provide good utilization for the larger aircraft.

Revenue from West Coast Mainline services exceeded forecast for 1963, despite the fact that this traffic did suffer during the period of the strike. A "best foot forward" approach to advertising and publicity throughout this period resulted in an immediate upswing in traffic following settlement.

West Coast services between Vancouver, Powell River, Comox, Campbell River and Port Hardy cover only 400 route miles, compared with more than 6500 route miles covered by Northern Division operations between Edmonton, Calgary, Dawson Creek, Peace River, Fort McMurray, Fort Smith, Yellowknife, Uranium City, Norman Wells, Inuvik and the additional 16 other points served there regularly. Significantly, however, the number of passengers carried, until the advent of the AirBus, have approximated the same total as between West Coast and Northern operations.

Primarily at the instigation of Pacific Western, but showing a keen appreciation of the value of air transportation, the B.C. Hydro & Power Authority during 1963 reconstructed the airport at Hudson Hope, B.C. close to the Dam site for the Peace River Power project. Operations

were commenced in August, on a regular basis, between Prince George and Hudson Hope by our company. The new airport is capable of handling heavy aircraft and installation of a radio beacon has made possible all-weather operations to this great project.

Also during 1963 the company commenced regular flights to Pine Point, where Consolidated Mining and Smelting are preparing their large base metal deposits for production.

CONTRACT AND CHARTER

The reorganization announced last year, which set up a Contract and Charter Division with responsibility for both Mainline and smaller equipment when on charter operations, has produced an effective unit. Significant gains in revenue and utilization were achieved, particularly in the use of large Mainline equipment on charter services. Charter and Contract revenue, using available time on existing Mainline equipment, was increased by 50%. Smaller charter aircraft revenues increased by 7%.

The only areas for expansion which are presently open to us within the framework of existing licences all fall in the charter and contract field, and are being extensively explored. The emphasis of major airlines on long haul, pure jet operations has left an opening on the international charter market for aircraft in the 75 - 85 passenger range. In the autumn of 1963, a survey confirmed this situation and the decision was made to enter the international market with DC-6B and DC-7 aircraft equipment compatible with your company's existing fleet. At the time of writing, deposits and contracts for more than 60 round trip Trans-Atlantic operations are in hand which together with other international charter commitments, represent more than \$1,400,000 revenue. For this purpose an additional DC-6B and a DC-7 aircraft have been obtained on favourable lease terms.

A normal requirement for group charters internationally is that all passengers must have been members of the chartering organization for at least six months prior to the trip. Following representations by Pacific Western to the Air Transport Board, a waiver of this requirement was obtained, as an experiment, relative to a proposed operation to Grand Cayman Island in the Caribbean — another first in Canadian air transportation. Ten round trips were authorized and are being operated for the charterer, who has waiting lists for each trip. After making a required report to the Air Transport Board, it is hoped the same authority may be granted for the next winter's tourist season.

MAINTENANCE

Throughout the year under review, maximum effort has been expended to improve the overall efficiency and co-ordination of the group of departments associated with maintenance functions. Extension of the principle of progressive airframe overhauls with emphasis on preventive maintenance, rather than rectification, has yielded gratifying results in substantially diminished costs, particularly on our large aircraft. Further progress in this field is anticipated. The program of extension of operating life between overhauls for aircraft engines is continuing in active collaboration with Department of Transport officials concerned, with good success.

The past year has been a very active one in respect to technical training of our maintenance employees, with the aim of improving the individual knowledge and capability, and therefore productivity, of each employee. The company is now issuing its own internal airworthiness certification documents and thereby setting its own standards of competency, which are being constantly revised to reflect improved productivity. All of these programs are a portion of our opportunities and responsibilities under the Department of Transport approval of our maintenance organization, which has been in effect continuously since 1960.

SALES AND TRAFFIC

Continued benefits from the combination of sales and traffic functions under one department are apparent. All of the functions encompassed in this department—advertising, direct sales and sales promotion, public relations, reservations, check-in counter staff, ramp services, passenger service and flight attendant staff—involve contact with the travelling public. Thus, a consistent approach to all facets of customer service is ensured.

EQUIPMENT AND FACILITIES

The most important capital acquisition in the year was the hangar at Vancouver. It had been under lease for a period of two years to the fall of 1963, at which time the company had the option to enter into a purchase contract. This was negotiated at that time, thus assuring the company an adequate maintenance plant for the foreseeable future. Also, during the year, the option to purchase two Grumman Goose aircraft was exercised. The major disposals were two C-46 and one Beaver aircraft, which were surplus to our requirements.

PERSONNEL

The year 1964 promises to be a harmonious year in labour relations. An agreement was entered into in 1963 with the union representing the maintenance employees which will not expire until September 1965; the dispatchers' union agreement extends to October 1966. An agreement with the pilots, expiring December 31, 1966, is the longest in duration of any contract entered into by the Canadian Air Line Pilots Association.

The number of personnel on staff at the end of both 1962 and 1963 are compared hereunder:

	Dec. 31 1962	Dec. 31 1963
Flight Operations—Mainline	39	59
Flight Operations —		
Contract and Charter	36	30
Traffic and Sales	108	102
Maintenance, Supply and Stores	161	174
Communications	6	6
Accounting and Office Services	31	33
Administration	13	13
	<u>394</u>	<u>417</u>



AIRCRAFT AT WORK ...



STATEMENT OF CONSOLIDATED EARNINGS

Year ended December 31, 1963 (with comparative figures for 1962)

	1963	1962
Operating revenue	\$ 6,290,508	\$ 5,898,056
Operating expenses, exclusive of depreciation	5,675,827	5,527,659
Operating income before depreciation	614,681	370,397
Interest on borrowings	137,549	119,829
	477,132	250,568
Depreciation	368,524	526,850
Amortization of deferred charges	4,009	60,012
	372,533	586,862
Earnings (loss) before the undernoted items	104,599	(336,294)
Gain (loss) on disposal of fixed assets, net	9,935	(44,636)
Earnings (loss) before taxes on income	114,534	(380,930)
Taxes on income (Note 6)	—	(63,450)
Net earnings (loss) for the year	\$ 114,534	(\$ 317,480)

See accompanying notes to consolidated financial statements.

STATEMENT OF CONSOLIDATED RETAINED EARNINGS

Year ended December 31, 1963 (with comparative figures for 1962)

Retained earnings at beginning of year	\$ 503,168	\$ 890,185
Net earnings (loss) for the year	114,534	(317,480)
	617,702	572,705
Deduct dividends paid (Note 5):		
First preferred shares	15,000	60,000
Second preferred shares	—	9,537
	15,000	69,537
Retained earnings at end of year	\$ 602,702	\$ 503,168

See accompanying notes to consolidated financial statements.

PACIFIC WESTERN

AIRLINES LTD.

AND SUBSIDIARY COMPANIES

CONSOLIDATED BALANCE SHEET

December 31, 1963 (with comparative figures for 1962)

ASSETS

CURRENT ASSETS:

	1963	1962
Cash	\$ 5,180	\$ 5,330
Amount receivable from Industrial Development Bank (Note 4)	200,000	—
Accounts receivable, less allowance for doubtful accounts	842,322	602,450
Income taxes recoverable	—	50,744
Inventories of parts, materials and supplies (Note 1)	342,881	355,795
Prepaid insurance and other expenses	124,130	138,582
Total current assets	1,514,513	1,152,901
Property and equipment (Note 2):		
Aircraft and component parts and ground facilities including buildings and improvements, at cost	5,600,969	5,534,373
Less accumulated depreciation and provision for overhauls	3,168,457	3,206,402
	2,432,512	2,327,971
Land	1,352	1,352
	2,433,864	2,329,323
Aircraft being acquired under lease-option agreement at cost (Note 3)	108,254	559,860
Less accumulated depreciation and provision for overhauls	19,692	43,033
	88,562	516,827
Less future payments under lease-option agreement	42,251	360,125
	46,311	156,702
Deferred charges, less amounts written off:		
Bond issue expense	18,042	22,051
Pre-operating costs of International Charter flights	35,309	—
	53,351	22,051
Excess of cost of investments in subsidiaries over their net book values at time of acquisition, etc.	1,274,593	1,274,593
	<u>\$ 5,322,632</u>	<u>\$ 4,935,570</u>

See accompanying notes to consolidated financial statements.

CURRENT LIABILITIES:

Approved on behalf of the Board of Directors:

C. W. BRAZIER, Q.C., DIRECTOR

B. C. SAMIS, DIRECTOR

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS DECEMBER 31, 1963

1. INVENTORIES:

The inventory of consumable parts has been valued at cost or where cost prices were not available at replacement value, less a provision for loss on disposal of surplus or obsolete parts. The companies' technical staff consider that parts which may be surplus to normal operating requirements are salable at prices not less than the values placed thereon.

2. PROPERTY AND EQUIPMENT:

Property and equipment can be classified as follows:

Aircraft and component parts including rotatable parts	\$ 4,436,728
Buildings on leased land and improvements, ground facilities, etc.	1,164,241
	<u>\$ 5,600,969</u>

3. PAYMENTS ON LEASE-OPTION ASSET:

In 1961 the company entered into a lease-option agreement relating to an aircraft which it intends to exercise in due course. The total cost, if the option is exercised, is \$108,254 (purchase price of \$93,000 plus additions of \$15,254). At December 31, 1963 the balance of the purchase price outstanding was \$42,251, payable \$23,913 in 1964 and \$18,338 in 1965.

4. LONG-TERM DEBT:

Particulars of the long-term debt at December 31, 1963 are:

	Total	Due within one year	Non- current
Industrial Development Bank loan repayable by monthly instalments of \$14,000 to October 1968 (Secured by a First Mortgage 6½% bond; authorized and issued \$800,000, and by other security)	\$ 799,000	168,000	631,000
Agreements payable in monthly instalments January 1964 to June 1969, secured, and mortgage payable (\$6,634)	515,850	90,600	425,250
7% general mortgage sinking fund bonds, Series A due June 30, 1968; authorized \$1,500,000; issued	316,000	33,000	283,000
Total	<u>\$1,630,850</u>	<u>291,600</u>	<u>1,339,250</u>

On January 13, 1964, the Industrial Development Bank advanced \$200,000 to the company which paid off an agreement on which there was a balance of \$220,761 at December 31, 1963. The repayment terms of the loan re-

ceived from the Industrial Development Bank were also amended at the same time and are reflected in the consolidated balance sheet at December 31, 1963.

Under the terms of the trust deed securing the 7% general mortgage bonds, a sinking fund has to be provided to retire the bonds as follows: 1964 \$33,000; 1965 to 1967 inclusive \$86,000 a year; and 1968 \$25,000.

5. CAPITAL STOCK:

Particulars of the authorized and issued share capital as of December 31, 1963 are:

6% cumulative redeemable sinking fund first preferred shares of \$10 par value per share. Authorized and issued 100,000 shares	\$ 1,000,000
6% cumulative redeemable sinking fund second preferred shares of \$10 par value. Authorized and issued 15,895 shares	158,950
Common shares without par value. Authorized 1,500,000 shares; issued 689,002 shares	356,493
	<u>\$ 1,515,443</u>

No dividends have been paid on the first preferred shares since March 1, 1963 and on the second preferred shares since December 1, 1962. At December 31, 1963 the aggregate dividends in arrears on the preferred shares amounted to \$54,437.

The preferred shares, first and second issues, are redeemable at \$10.50 per share and \$10 per share respectively. The terms of issue, as amended in 1960, provide for an annual sinking fund provision of 30% of the annual consolidated net earnings (maximum \$100,000 save as the directors may determine) so long as the net current assets would not be reduced to less than \$150,000.

The terms of issue of the first preferred shares restrict the payment of dividends on the second preferred shares or common shares where the consolidated net working capital is less than \$150,000. There is a similar restriction under the terms of issue of the second preferred shares relating to payment of dividends on the common shares.

The agreement with the Industrial Development Bank and the trust deed securing the 7% general mortgage sinking fund bonds contain certain restrictions on the payment of dividends on common shares and on the redemption of preferred shares.

6. INCOME TAXES:

No income taxes are payable for the year ended December 31, 1963 due to the income tax loss of the previous year and the deduction for income tax purposes of rentals on lease-option assets.

At December 31, 1963, the accumulated tax reductions, net, which have arisen from claiming depreciation for income tax purposes in excess of the depreciation provided in the accounts amounted to approximately \$600,000, unchanged since December 31, 1962.

7. DIRECTORS' FEES:

Directors' fees for the year amounted to \$2,875.

STATEMENT OF SOURCE AND APPLICATION OF FUNDS

Year ended December 31, 1963 (with comparative figures for 1962)

FUNDS WERE PROVIDED BY:	1963	1962
Operations:		
Net profit (loss) for the year	\$ 114,534	(\$ 317,480)
Add charges not requiring cash outlay:		
Depreciation, less reduction in provision for overhauls	348,260	431,200
Amortization of deferred charges	4,009	60,012
	466,803	173,732
Less gain (loss) on sale of fixed assets, net	9,935	(44,636)
	456,868	218,368
Proceeds of disposal of fixed assets	117,323	212,366
Long-term debt:		
Loan from the Industrial Development Bank	200,000	548,000
Issue of 7% general mortgage sinking fund bonds	—	293,949
Reduction in current repayment terms of agreement with Canadian Pacific Air Lines Ltd.	61,248	—
	261,248	841,949
Less additional current repayments of agreement with Northwest Airlines Inc. and bank loan	105,382	—
	155,866	841,949
Total funds provided	730,057	1,272,683
FUNDS WERE APPLIED TO:		
Purchases of fixed assets:		
Cost of acquisitions:		
Assets which were under lease-option at beginning of year	294,860	—
Other assets	131,924	636,638
	426,784	636,638
Less amount included in long-term debt	147,500	208,416
	279,284	428,222
Capital expenditures on lease-option assets	23,013	199,735
	302,297	627,957
Repayment of long-term debt existing at beginning of year	314,085	121,804
Sinking fund payment on mortgage bonds	33,000	—
Pre-operating expenses of International Charter flights	35,309	—
Dividends on preferred shares	15,000	69,537
Total funds applied	699,691	819,298
Increase in working capital during the year	\$ 30,366	\$ 453,385

**AUDITORS' REPORT
TO THE
SHAREHOLDERS**

We have examined the consolidated balance sheet of Pacific Western Airlines Ltd. and subsidiary companies as of December 31, 1963 and the related statements of earnings and retained earnings for the year ended on that date and have obtained all the information and explanations we have required. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, and according to the best of our information and the explanations given to us and as shown by the books of the companies, the accompanying consolidated balance sheet and related statements of earnings and retained earnings are properly drawn up so as to exhibit a true and correct view of the state of the affairs of the company and its subsidiaries at December 31, 1963 and the results of their operations for the year ended on that date, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

PEAT, MARWICK, MITCHELL & CO.
Chartered Accountants

Vancouver, B.C.
March 5, 1964

PACIFIC WESTERN

AIRLINES LTD.

AND SUBSIDIARY COMPANIES

HEAD OFFICE

Vancouver Airport, B.C.

REGISTRAR AND TRANSFER AGENT

*Montreal Trust Company,
Vancouver, B.C.*

BANKERS

*Canadian Imperial Bank of Commerce
Vancouver, B.C.*

AUDITORS

*Peat, Marwick, Mitchell & Co.,
Vancouver, B.C.*

SUBSIDIARY COMPANIES

(WHOLLY OWNED)

Pacific Western Airlines (Alberta) Ltd.

Aero Engineering Limited

Queen Charlotte Airlines Ltd.

Freighting to Holman Island —
300 miles north of Arctic Circle

FIVE YEAR REVIEW

FINANCIAL STATISTICS

	1963	1962	1961	1960	1959
Mainline Revenue	\$4,284,926	\$3,977,175	\$3,985,243	\$4,270,145	\$2,825,103
Contract and Charter Revenue					
Multi-engine aircraft	663,444	417,984	371,685	281,672	327,741
Single-engine aircraft	1,283,665	1,200,999	1,396,858	1,267,814	1,396,504
Other Revenue	58,473	17,647	91,863	49,436	89,844
	<u>6,290,508</u>	<u>5,613,805</u>	<u>5,845,649</u>	<u>5,869,067</u>	<u>4,639,192</u>
DEW Line Revenue	—	—	666,923	2,717,817	3,224,699
Government Subsidy	—	284,251	283,573	50,000	—
Total Revenue	<u>6,290,508</u>	<u>5,898,056</u>	<u>6,796,145</u>	<u>8,636,884</u>	<u>7,863,891</u>
Earnings (loss) before Income Taxes	114,534	(380,930)	67,393	(367,013)	420,425
Cash Generated from Operations	456,868	218,368	716,916	662,312	1,049,123
Purchases of Aircraft and Ground					
Equipment	449,797	836,373	573,618	413,201	1,306,318
Debt Retirement	319,085	396,778	541,792	585,887	1,753,251
Dividends Paid	15,000	69,537	69,537	69,537	69,537

OPERATING STATISTICS

MAINLINE					
Passengers Carried	126,506	121,335	114,462	117,401	96,002
Cargo Carried (lbs)	8,355,206	7,309,954	6,212,768	7,154,835	4,766,902
Passenger Miles Flown	34,073,147	33,828,118	31,984,300	32,476,800	24,002,000
Ton Miles Flown	5,409,221	5,194,132	5,092,119	5,406,035	3,403,988
Aircraft Miles Flown	1,991,819	1,993,023	2,172,521	2,445,029	1,449,925
CONTRACT AND CHARTER					
Multi-engine Aircraft Miles Flown	384,107	217,644	207,252	153,130	137,914
Single-engine Aircraft Miles Flown	1,743,608	1,678,858	1,966,688	1,695,392	1,342,561
DEW LINE OPERATIONS					
Aircraft Miles Flown	—	—	304,010	1,431,553	1,796,725



